

ATOA-TC

16 July 2002

MEMORANDUM FOR Commander, USA ROTC Cadet Command, ATTN: DOT,
CPT Chisolm, Fort Monroe, Virginia

SUBJECT: **After Action Review**, United Kingdom (UK) University
Officers Training Corps (UOTC) Exchange Program (Cambridge), 14
June-8 July 2002

1. PURPOSE: To provide a review of the UK UOTC (Cambridge)
training program and exchange, and to *encourage the continuation
of this program in the future.*

GENERAL: Twenty cadets participated in the UK UOTC program with
Cambridge University during the summer of 2002. The training
consisted of four days of familiarization training, a Cambridge
UOTC social, a five day range package at Folkestone and training
for Peace Support Operations (PSO) exercise, a 48 hour PSO
exercise at Longmoor Camp, a 48 hour infantry field exercise,
and a 3-day battlefield tour of the Somme and Ypres. Cadets
also had two days at the conclusion of the training to spend
time in London and Cambridge. All cadets felt that they gained
valuable cultural and military experiences, and felt that they
were better prepared for camp and for a future in the US Army
after attending the exchange. Cadets considered the program
unique and tremendously valuable.

Personal observations, as well as ongoing meetings with cadets
revealed information below, some items of which were noted on
previous years' AARs:

Issue/Concern: Continuation/expansion of program.

Discussion:

Recommendation: Continue to fund the program, continue to
seek opportunities of this nature, and if possible, expand the
number of available slots, to allow more students to
participate.

Issue/Concern: Pre-deployment information flow.

Discussion: A high percentage of cadets did not receive
critical information until almost the last minute. In the past,
information was exchanged directly between schools and the First
Region, leaving Brigades and Region Headquarters out of the
loop. First Region Action Officer made an effort this year to

Enclosure 7: Cambridge/London AAR, Comments and Recommendations

keep the Brigades and Region Headquarters informed by routing everything through them. The information did not flow satisfactorily down to the individual cadets.

Recommendation: Continue to route information through Region and Brigade Headquarters, but require an individual email address from each cadet and school POC, to allow the program director to communicate directly with *each school and cadet*, especially as information changes the closer you get to deployment.

Issue/Concern: Staging at Ft. Bragg

Discussion: All cadets came to Fort Bragg prior to deployment, to allow for purchase of last minute items and briefings. Cadets felt that it was good to meet up at a single location to allow them to get to know each other before embarking on the trip.

Recommendation: Bring all cadets into Raleigh the day before departure, lodge them in a hotel in Raleigh, and conduct in-brief in the hotel conference facilities. Ensure that all cadets have all shots, military ID cards and ID tags, and any military gear they may require or desire (ie-camelbacks) prior to leaving their schools. Ensure that Cadet Command (CC) Resource Management (RM) is in the loop on the lodging and meals, and either *gives each cadet an advance* (would require all cadets to have Electronic Funds Transfer set up) or *agrees to fund lodging and meals* via IMPAC purchase or contract.

Issue/Concern: Packing List

Discussion: Cadets felt that they didn't have a very good packing list. Many felt they brought too much military gear and not enough civilian gear. Cadets will be in uniform much of the time, but will only require a minimum of field gear. CUOTC issues field gear to the cadets. Social customs require that cadets have a wide spectrum of clothing: casual (ie-jeans and nice shirts) for local evenings with British cadets, business casual (ie-khakis and button-down shirts with oxford shoes for males, nice slacks outfits or long, conservative skirts with blouses for females) for socializing in the officer's mess (in some officer's mess facilities, you may not buy drinks without a tie if you are male), and for dressy occasions, males should have at least one coat and tie (a dark suit with bowtie is not a bad idea) and females should have a very nice dress (female

dress code=shoulders and knees should be covered-have a wrap if your dress has spaghetti straps or tank-style top)

Recommendation: In next year's Memorandum of Instruction (MOI), include an extensive section on dress codes and a better recommended packing list. (see attached)

Issue/Concern: Personal finances

Discussion: Cadets learned the hard way that the easiest method of obtaining money while in the UK is to have a Visa or MasterCard check card, or an ATM card with several institutions' (PLUS, Star, Cirrus, Maestro, etc) designations on it. USAA ATM cards work very well.

Recommendation: Encourage cadets to bring a Visa or MasterCard check card, or an ATM card, and to *check the available balance and the maximum daily withdrawal limit* on their card prior to leaving the US. Tell cadets NOT to bring a lot of cash or traveler's checks. It is difficult to find cashing places once you are away from the airport, and many will not convert travelers checks in pounds sterling to actual cash. This can be inconvenient, when what you really need is cash for incidentals. Information provided to the cadets was gleaned from last year's "smartbook" and Memorandum of Instruction (MOI). In the future, recommend clarifying these points.

Issue/Concern: Scheduling two days for sightseeing

Discussion: Cadets had two days for sightseeing at the conclusion of the training. Most chose to take the train from Cambridge to London and spent at least one full day in London. All felt that this was valuable, and the time was not abused in any way.

Recommendation: Continue to schedule a couple of days for sightseeing at the conclusion of training. Coordinate with hosting UOTC to have billeting available.

Issue/Concern: Pre-Camp Training at Cambridge University Officer's Training Corps (CUOTC)

Discussion: US cadets received four days of training at CUOTC prior to integrating with the CUOTC Cadets. Training included field craft, infantry squad (section) tactics, first aid, weapons handling and familiarization, and a once-over-the-

Enclosure 7: Cambridge/London AAR, Comments and Recommendations

world on commo and drill and ceremonies. As a result of the training, cadets felt very confident with the weapons, and there were no Negligent Discharges (ND's—this is a very serious violation, and results in a fine for British cadets)

Recommendation: Ensure that our cadets continue to receive this training, but *increase the emphasis on commo and D&C, and decrease the emphasis on first aid*, especially if they will receive this training with the British cadets at a later time. They *need to practice marching*, it's very different from the way the US Army does it, and they need to learn to use the radios and learn British Army radio procedure, because some of them may have the opportunity to lead sections and thus use the radio while they are there.

Issue/Concern: Range Package

a. Discussion: Cadets trained for 4 days at St. Martin's Plain near Folkestone, in Southeast England. Ranges face out to the English Channel. Cadets went through zero, qualification, and moving-man ranges, and participated in two group ranges, the Attic Shoot and the Urban CQB. In the Attic Shoot, a squad (section) is placed in a mock-up of an attic, and squad members have fields of fire onto "streets" below, where dummies are suspended from an overhead track system and move about as if on daily business. One of the dummies is a terrorist, the rest are civilians. The objective is to shoot the terrorist without shooting the civilians. The other group range (Urban CQB) was a MOUT-style range, fully enclosed, with houses complete with lawns, cars parked in likely places, storefronts, etc. Cadets work in 4-person sections called "bricks", using blank rounds, and they patrol the town, reacting to sniper fire, Improvised Explosive Devices (IED's), etc. While patrolling, they are videotaped and running commentary is provided by the tower onto the video. Upon ENDEX, the "brick" retires to a de-brief room, where they watch themselves on videotape, and hear the running commentary. Outstanding training.

Recommendation: Cambridge UOTC should consider continuing this type of training, and US Army ROTC should consider *sending senior training officials over to witness the training*. This is first-rate stuff, and all cadets felt they learned a great deal, and felt that their confidence working in a squad has increased as a result of this training. They also felt that they would be more comfortable with the M16A2 after handling the SA-80 so much during the training.

Issue/Concern: Integration with British Cadets

a. Discussion: US Cadets found the British Cadets very friendly and helpful in all aspects of training. They enjoyed working with them immensely. They noted, however, that many of the Cambridge students were comparatively much better-informed on current events, especially those involving the US. They found that they needed to know a great deal about what was going on, and be able to defend their position (and their country's) on many occasions.

b. Recommendation: Cadets who are selected to attend UK UOTC programs in the future would do well to do some research at www.bbc.com and other online British news sources, and find out what issues involving the US are drawing attention in the UK, and what the British viewpoint is. They should know what is going on in the US as well, and understand why the US may be adopting a certain policy or position. They will be challenged, as the British mindset is a bit different, and they will learn a lot about their own country and how it is seen from the outside by one of our staunchest allies in the process. All cadets who attended felt they needed to be more up to date on current events, but felt they learned a great deal as well.

Issue/Concern: Meals in the UK

a. Discussion: The diet in the UK is significantly different from the average American diet. Breakfast consists of bread fried in oil, smothered with navy beans in a tomato-based sauce, fried or scrambled eggs with stewed tomatoes, sausage, mushrooms, and bacon (which is more like ham than bacon, by American standards). For lunch, some form of sandwich, candy bar, juice or soda, crisps (potato chips), etc., and for dinner, very meat and potatoes based menus. The food is plentiful, but takes a bit of getting used to for the American palate. Some cadets really enjoyed it while others did not. Vegetables are fairly limited, usually to just the evening meal.

b. Recommendation: *No vegetarians* should apply for the UK UOTC program. There is not enough in the way of vegetarian choices to support someone through the rigorous training that cadets will find. This recommendation comes directly from the cadets.

Issue/Concern: Allergy medication

a. Discussion: Training is conducted during a time of the year in Britain when there are obviously many common allergens active in the air. Cadets who suffer from allergies definitely noticed it immediately.

b. Recommendation: Much of the training is done in the field, and even when not in the field, almost all of the training is outdoors, sitting on the grass, or under trees. Recommend that all allergy sufferers bring a good supply of their preferred allergy medication.

Issue/Concern: Transportation from the airport to Cambridge
UOTC TA Centre

Discussion: There were two mini-buses available to transport 21 personnel with luggage from Gatwick airport to the TA Centre. It was an extremely tight fit. On the way back to the airport going home, the bags were loaded into the back of a "Bedford" 4-ton military vehicle, making the trip much more comfortable.

Recommendation: If 20 cadets go in the future, recommend always having a baggage vehicle, or having 3 mini-buses.

Issue/Concern: Visit to American Military Cemetery in Madingly

Discussion: On our first Friday in England, the CUOTC staff and a couple of British cadets provided us with transportation to the American Military Cemetery in Madingly. This is an appropriately beautiful, well-maintained memorial, and was a very moving occasion. All cadets spent time in the chapel, searched the names on the wall for the missing, and all seemed grateful for the opportunity to spend time at this site.

Recommendation: If possible, take cadets on the Cambridge trip to this cemetery each year. It is a great way to impress upon them that they are part of a long tradition of warriors, many of whom have made the supreme sacrifice so that they can live with the freedom they currently enjoy.

Issue/Concern: Email/postal mail access

a. Discussion: There is an address for students while at the camp, however, postal mail generally takes about 3 weeks, which is about the amount of time that the students are actually in England. A few battalions contacted the First Region, hoping to send their student a note or some other means to let them know that they were missed. Students had many friends and family who

tried to keep in touch via email as well. There is very little access to email. During the first week and the last weekend, while in Cambridge, cadets could access email via an internet café in downtown Cambridge. The rest of the time, cadets had no access to email, and very little, if any, time to check it.

Recommendation: In the future, give students the contact phone number at the Cambridge TA Centre, for emergency use only. Remind students to avail themselves of the facilities at the internet café in Cambridge (15 min=£1) when they can, and to let their families know that they will have limited access. Encourage them to get international stamps and send post cards home. Recommend that schools have the cadet give a presentation upon returning, and show their appreciation for their cadet's accomplishments when they return, rather than trying to send a care package or letter during the training. They would need to send it prior to the cadet going for them to get it before the end of training.

Issue/Concern: Phone access

Discussion: Long-distance calls are very expensive. Phones are readily available (phone booths) everywhere except in the field itself.

b. Recommendation: Encourage cadets to get a temporary plan with a US carrier (Sprint, MCI, etc) for cheap overseas service. They can connect to US carrier operators free by dialing 155 on any payphone. Once connected, they give the US carrier operator their phone card number and the number they wish to call. Alternatively, they can purchase very cheap cards in the UK at local street vendors and some newsagents. These cards are typically £5-£15, and give you 85-125 minutes, which is quite good. Cadets would do well to buy several of these when they find a vendor, because vendors are not on every corner, and once they use all their minutes, it may be hard to get another.

17. Item: CUOTC social

a. Discussion: On the first Thursday in the UK, Cambridge UOTC hosted a social in the evening (coat and tie and dresses), which included a retreat ceremony by a pipe and drum section, Highland Reeling, an organ recital by one of the CUOTC cadets at Cambridge, and dancing late into the evening. It was an outstanding event, and allowed cadets to meet their British counterparts in a social setting prior to working with them.

They were all quite impressed with the pipers and drums, and all enjoyed the Highland Reel and the dancing.

b. Recommendation: If possible, Cambridge UOTC should continue to include this social as part of the events with the US cadets. It is a great introduction for young cadets to military social events, and provides them with tremendous opportunities to understand the culture and get to know their fellow cadets in a no-pressure setting.

18. Item: Have cadets from last year's UK UOTC brief

a. Discussion: Cadets felt they would have benefited from a briefing by a cadet who attended the UK training the previous year. This means the cadet has just finished his/her MSIII year and is awaiting camp. The cadet would have to be going to a later camp cycle, because they would have to be available to brief the cadets just prior to their leaving for England, the 2nd and 3rd weeks of June.

b. Recommendation: If possible, get a cadet from this year's Cambridge rotation to brief the Cambridge group, likewise with the London group. The cadets should be from 4th or 5th Brigades of First Region, in order to facilitate them getting to the briefing site, if it is, in fact, in Raleigh.

19. Item: Flight arrangements and airports

a. Discussion: The Cambridge group flew into Gatwick and out of Heathrow. This decision was based on notes from last year's coordinator. It would have been better if we had flown into and out of Heathrow.

b. Recommendation: Ask the cadre at CUOTC which airport is the best for pickup and which is the best for drop off, based on plans and the schedule. Since the training varies slightly every year, it is best to coordinate this directly with each school each year, and not rely on the continuity book from last year.

AARs FROM FY 01 UK-UOTC

CAMBRIDGE AAR

1. Continue the UK Cadet exchange program. The cadets are convinced that the experiences gained are helpful to them in their future Army careers. These experiences range from working with different cultures (British and French), dealing with weapons, tactics and techniques utilized by other nations, and the cultural/societal differences between our nations. (Repeat from last year)
2. Conduct a serious, formal study of the UK's OTC program with the view of incorporating the best of their program into ROTC. (Repeat from last year).
3. Continue bringing all cadets to Ft. Bragg first. The schedule from this year was right on the money; not too short and not too long. (Repeat from last year)
4. Have cadets get their US passports early. CUOTC intends to continue to travel to France in the foreseeable future (at least for battlefield tours) and passports are needed to get into France.
5. Do not allow cadets to get official US passports. One of our cadets had one and while it posed no problem in his traveling, it might have marked him as a terrorist target.
6. Have a cadet from the previous year brief the cadets while at Ft. Bragg. This did not happen this year but did occur in 2000. Since I had been to CUOTC's camp the previous year, I provided this brief to this year's cadets. Next year with a new Action Officer (AO), using one of this year's cadets from 1st Region would be a great help.
7. Encourage each US Cadet to bring \$500, in UK Sterling travelers' checks. Cadets will need some US \$ for the trip to NC and the return but the majority should be in Sterling. (Repeat from last year)
8. Identify the AO early. This should continue to be a two years tasking, providing continuity to the program. Additionally, if cycled properly, between the US AO and the Commanding Officer, CUOTC, one of them will have historical knowledge of the program when the other is new.
9. Cadets and the AO should bring additional civilian clothing. T-shirts of any type should be disallowed except for PT or as undergarments. Polo-type shirts or traditional long and short sleeved, collared shirts should be worn. Continue bringing a sports-coat. Cadets should bring hiking boots or at the minimum, an extra pair of combat boots, broken in. Lots of walking...(Repeat from last year)

10. Cadets and the AO should bring warm clothing, i.e. a fleece-type jacket and/or warm sweater and civilian wet weather clothing.
11. Not all cadets brought alarm clocks. Highlight that need. (Repeat from last year)
12. Allow US cadets to participate in parachute training, if offered. (Repeat from last year)
13. Pay the US cadets at a rate equal to what we pay cadets for Basic and Advance Camps. (Repeat from last year)
14. Continue the current cadet selection process. Ensure cadets are fit, motivated and unlikely to be complaining about the use of profanity and other politically incorrect language. (Repeat from last year)
15. The approach to training was more casual or "laid back" as one cadet put it. They accept the inherent risk to some of the things they do without getting excited about it. Risk Assessments (much like ours) are currently done for all training events. (Repeat from last year)
16. Unlike last year, the food in the UK and in France was very good and varied (exceptions: lunch in St. Cyr never varied...baget sandwiches, chips, yogurt, chocolate bar and canned drink...and all meals at Ft. Penthievre, prepared primarily by French cooks, were not well received).
17. Last year cadets complained about insufficient fluids. This year there were plenty of commercial liter water bottles at any time and 5 gallon jerry cans with water available at the training sites. Water fountains are unheard of in public buildings.

London AAR

1. Were cadets adequately briefed at:
Unit:
 - a. Did cadets see 2000 AAR at unit?
-Yes. However, they recommended that the Cadet Command MOI reflect the First Region website address in order to look up the AAR.
 - b. Did they receive the Welcome Letter?
-Yes (only one did not).

First Region:

- Yes. Information was complete and useful.

If not, what was missing? N/A

2. What did they feel about experience at Bragg? (messing, billets, activities, etc.)

- Messing: Good. However, they were unaware that the mess hall had a dress code restricting PT clothes and sleeveless shirts and dresses.

- Billets: Very good.

- Activities: Good, but transportation was a problem as there are no shuttle buses on Post.

3. Adequacy of packing list: Good, but add:

- Handi-wipes.

- Two pair of shorts or jeans for sightseeing periods.

- Bring face/head mosquito net or buy at Clothing Sales at Bragg.

- Compass.

- Bungee cords.

- Emphasize that the \$400 cadets are recommended to bring are for personal expenses only (sightseeing, socializing in the mess, souvenirs, etc.). There are no mandatory expenses and some cadets spend little money, but most average the \$400.

4. Accommodations and activities at London/Cambridge:

- Good. The cadets liked the central London location. They recommend that a small pillow be provided.

5. Relationships and associations with British cadets and instructors (graded on 100% scale):

- Cadets: 90%: Some senior UOTC cadets talked down to US cadets and criticized their lack of knowledge in some areas. However, their assumption was not valid, as US cadets possessed the knowledge but were still adjusting to different terminology and tactics. Acceptance by their peers was excellent and appreciated.

- Instructors: 100%: Superb professionals (as usual). Also, other staff and cadre members were all held in high regard.

NOTE: Basically same comments and ratings as past 3 years.

6. What did they like best about their UK experience?

- Being exposed to other cultures.

- Adventurous training.

- Field Training Exercise.

- Tactical experience and training with new weapons and equipment.

- Socializing with cadets and cadre in the mess and being interspersed with British cadets in the billets.
- Visit to the Household Cavalry Barracks.

7. What did they like least?

- Lack of communication thru cadet chain of command.
- Lack of adequate laundry facilities.
- Would prefer more Wing (Branch) training.
- Felt some Junior Under Officers (JUO) were not fully trained.
- Lack of NAAFI (PX) support. Basic items such as soap or washing powder were not available (basically same complaint every year).

8. Was experience worthwhile and would they recommend to peers?

- Definitely. It was a rewarding and educational experience that will serve to make them better officers.

9. What was the overall rating for quality of training (1-100%)?

- 80%. Major difficulty was adjusting to different British and military terminology and tactics. If not for this, the overall rating would be 90-100% (perhaps some pre-training could be built into the orientation program in London).

10. What was the overall rating for camp experience (1-100%)?

- 100%. Great training, hospitality and opportunity to visit UK.

11. Summation:

Additional recommendations:

- Provide opportunities to refill canteens with water. This is stressed during US training, but water was not readily available during 3-day FTX.
- Utilize more training aids (butcher paper/sand tables) when briefing OPORDs, plans of attack, routes of march, etc.
- Brief cadets that the ticket for the Underground system is also valid on London buses. This will save the cadets money.

Acronyms and Vocabulary

The following is a very short list of terms and slang that will be useful in communicating with officers, soldiers and cadets in the British Army.

Abseiling: Rappelling

Ablutions: Latrine, showers

Bergen: Rucksack; very popular with our cadets. Much preferred to our rucksack.

Directing Staff: cadre (mostly TA officers and NCOs)

Tranasium: A large, "Jungle-gym-like" structure used in confidence training and for "abseiling" (see above).

SA 80: British rifle. 5.56mm. Not a very user-friendly weapon, but has a great sling!

WHT: Weapons Handling Test. Event that must be passed prior to any cadet live firing the SA 80.

SUSAT: The optical sight on the SA 80; very good telescopic sight.

Combats: British Battle Dress Uniform.

Shirtsleeve order: Sleeves rolled up on the BDU.

Kit: TA-50, equipment, stuff, gear, clothing...just about anything one needs.

Parade: formation, can be an inspection.

Cook House: Mess Hall, Dining Facility.

RAO: Regimental Admin Officer.

RQMS: Regimental Quartermaster Sergeant; Supply Sergeant; known as "Q" (shades of James Bond)

2IC: executive officer and operations officer.

Chief Clerk: PSNCO, known as "Chief"

TA: Territorial Army (their Reserves).

Wing: Branch (e.g. Infantry, Armor)

Water bottles: canteens

